

Executive Summary

US Army Field Support Command

Annual History FY 2006

FY 2006 was a year of transformation and consolidation for the Army Field Support Command (AFSC) while continuing wartime support missions. In many ways the command was more structured and stable by September 2006, but this was only a foreshadowing of the final changes being executed as FY2007 began. As the Army continued to be engaged in the Global War On Terror (GWOT), AFSC continued to execute support operations and integrated AMC support to the units engaged in Southwest Asia (SWA) as well as units preparing to deploy and those recovering from deployment. As part of that integration, AFSC units moved more and more into property accountability for the Army in SWA and in CONUS. In addition, AFSC continued to execute and monitor the Logistics Civilian Augmentation Program (LOGCAP), the US Army's largest single contract.

Transformation

Underlying all of these continuing activities was a wave of transformation that impacted not just AFSC, but the entire Army. The command spent much of the FY preparing to execute organizational transformation from the AFSC to the new US Army Sustainment Command. This transformation impacted not just the AFSC, but also the Joint Munitions Command, all AFSC subordinates, and the Army contracting community. Although changes were not official until 1 October 2006, the command began provisional changes in July 2006. A redesignation ceremony was held on 22 September 2006 and many changes were in place or on the brink of being executed. The most visible organizational change executed in FY 2006 was the spin-off of the Joint Munitions Command as a completely separate major subordinate command of Army Materiel Command. At the same time the AFSC was redesignated the US Army Sustainment Command (ASC).

Meanwhile, at subordinate levels the TDA Army Field Support Brigades prepared for conversion to MTOE brigades. None of those conversions take place until FY07. Because of the size and scope of the changes, much of the FY was spent planning and then provisionally implementing the transformation. In addition to the conversion of the TDA Army Field Support Brigades to MTOE units, decisions were made during FY06 to assign the new ASC the Army's contingency contracting mission. This will involve the assignment of four MTOE Contracting Support Brigades and three MTOE Contingency Contracting Battalions to the ASC force structure in FY2007 and FY2008. In addition, a large number of Contingency Contracting Teams will be added. The four brigades will be aligned to SWA, Europe, the Far East, and the Americas. However, the entire contingency contracting concept is modular so that teams and battalions can be deployed as needed.

New Missions

In addition to a name change, the AFSC also planned the assumption of new missions to support the Army at the operational and strategic logistics levels. The most critical was the assumption of distribution management functions for the Army. This requirement was a spin off of the elimination of Materiel Management Centers at the division and corps levels as part of Army Modularization. In planning phases this new mission was quite unstructured. However, by the end of the FY the ASC was already executing missions. Distribution management missions required the establishment of a Distribution Management Center (DMC) in Rock Island to assume missions as division and corps MMCs stood down. Initially only a handful of DA Civilians were detailed to the DMC. However, by the end of the FY over sixty (60) soldiers had been assigned to the provisional ASC and most of them were slotted into the DMC. Meanwhile, the command awarded a contract with Booz Allen Hamilton on how to structure and execute the DMC missions. It was quickly realized that field units were making informal arrangements, or “shadow MMCs,” to compensate for the loss of function. The provisional DMC immediately let a contract to place Materiel Management Teams (MMT) at three key CONUS installations to assume the materiel management function.

At the same time, the command increased involvement in several critical CONUS functions. These included Left Behind Equipment (LBE) and Pre-Deployment Training Equipment (PTDE). Each of these initiatives supports Army Imperatives. LBE allows deploying units to focus on deployment operations by taking the burdens of property accountability and maintenance of equipment left in CONUS and shifting the responsibility to ASC. PDTE loans equipment to units preparing to deploy so they can train using the correct number and type of required equipments. These efforts just started in FY06 and are perched to significantly increase in FY07.

Support to GWOT

ASC units in SWA have supported the Army imperatives of sustain, RESET and transform. In Kuwait, Qatar, Afghanistan, and Iraq elements of the Army Field Support Brigade-SWA (AFSB-SWA) and Army Field Support Brigade-Iraq (AFSB-Iraq) have provided maintenance, property accountability, and fielding support. In FY05 ASC property books teams assumed the property book for all theater provided equipment (TPE) using PBUSE. During the course of FY06 other property teams began to gain accountability for installation property in SWA. In September 2006 the TPE and Installation property book teams were merged which streamlined property book support to customer units.

PROPERTY ACCOUNTABILITY

TPE and the Installation Property Book merger were not the only aspects of AFSC’s focus on theater property and reducing the physical and financial risk to Soldiers and commanders. Because of greater equipment visibility DA was now able to better direct the redeployment of excess equipment above the needs of unit mission and not provided by TPE. Equipment not needed for TPE could be turned in to assist the national RESET program. However, units in Iraq were still responsible to move the equipment from Iraq to Kuwait. Even when the combat mission was over, units were moving up to 600 miles through hostile territory to get the non-needed equipment to Kuwait. In mid-2005 the 3rd Infantry Division requested to turn in all excess equipment in Iraq so they could deploy directly from the combat zone to home

station. AFSC took up the challenge. In December 2005 AFSB Iraq executed a proof of concept of what would soon be called the Retrograde Property Accountability Team. Marshalling areas were established, equipment was dropped off- "as is" and often not fully mission capable- and through coordination with TPE teams was dropped from the unit hand receipts. RPAT then worked the transportation system to move the equipment back to Kuwait.

The December 2005 test was a resounding success and demand for the process spiked across Iraq. Despite being warned that resources were not readily available, the AFSB-Iraq commander surged to meet demand. He stripped out his brigade staff and then requested more assistance from AFSC. MG Johnson began to move more assets forward and then requested assistance from the US Air Force for manpower. By September 2006 RPAT was at five permanent sites in Iraq and had sent teams out to other outposts. Equipment was making its way back to Kuwait and then into the retrograde and reset pipeline. The program started with rolling stock, but RPAT soon began taking in all types of supplies. Soldiers and commanders were relieved of both property accountability and the danger of convoying to Kuwait after an already long combat deployment.

Back in CONUS, one further step was taken to streamline property accountability and reduce the responsibility of deployed commanders. In addition to combat equipment every unit has a plethora of installation property to include barracks and office furniture, automation equipment, appliances, etc. Deploying units were leaving personnel at home station to manage that equipment. While the commander in Iraq had a hard time maintaining accountability, if equipment was left at home station the commander had no ability to influence accountability. As the Installation Property Book Team took accountability in Iraq, they were eventually able to incorporate the home station installation property book as well. Over the course of 2006 AFSC became the property book holder for all of a unit's equipment- in the combat zone and at home. This allowed the unit to deploy more of its unit while reducing risk for the hand receipt holder. Before AFSC property book teams took on this mission, the AFSC already held the largest property book in the US Army. A few more items were of little consequence now that PBUSE could globally see all equipment. By the end of FY2006, ASC was responsible for over \$8 Billion in Army property. This made ASC the largest property book in the Army.

SUSTAINMENT

In Iraq other elements of AFSB-Iraq helped sustain and transform the force by operating maintenance facilities, providing expert technical advice through Logistics Support Elements (LSE) and the Logistics Assistance Program (LAP), and fielding equipment. At LSA Anaconda, Balad, Iraq, AFSBn-Sustainment managed a large maintenance facility and enabled other AMC LCMCs to provide forward repair activities. These efforts included communications and electronics equipment repair and fielding; add on armor installation; Stryker repair and fielding; general maintenance support; generator repair; and small arms repair; circuit card repair for armored vehicles; and machine shop capability. These efforts were primarily executed using a contractor workforce.

In the Forward Operating Bases (FOBs) the LSE managed similar smaller scale efforts. LSE commanders became responsible for all AMC effort on each base. In addition to contractor effort, Logistics Assistance Representatives (LARs) provided expert logistics and sustainment advice to customer units. JMC ammunition quality assistance experts also operated under the

LSE umbrella as did representatives from the Defense Logistics Agency. In the FOBs the idea of “single point of entry” to operational and strategic logistics became a reality in FY2006.

In addition to AFSB-Iraq direct logistics support in Iraq, the AFSB-SWA continued to support the theater with battalions in Afghanistan, Kuwait, and Qatar. In Afghanistan, with only a handful of people, the Equipment Support Activity-Afghanistan (ESA-Af) was established in February 2005 alongside LSE-Bagram. By September 2006 ESA-Af was renamed Army Field Support Battalion-Afghanistan (AFSBn-Af), developed into a major logistics operation in support of all forces in Afghanistan, and subsumed the LSE. Over the course of the year, in addition to executing the same kinds of mission as the ASC elements in Iraq, AFSBn-Af had managed a complex construction program that involved the erection of several sprung shelters, living quarters, and motor pools. By the end of the FY personnel had increased to over 600, the majority being contractors. In addition to operations at Bagram, AFSBn-AF was responsible for elements at Kandahar and Salerno.

In Kuwait and Qatar battalions of the AFSB-SWA were engaged at the theater level. AFSBn-Kuwait and AFSBn-Qatar continued maintenance support to the theater as well as to Army Prepositioned Stocks (APS). In Kuwait AFSBn-KU reconstituted APS 4 stocks by setting a Heavy Brigade Combat Team (HBCT) with a motorized option. This work involved significant maintenance work as much of the incoming equipment was battle damaged. During the 4th Quarter the battalion issued over 12,000 items from the HBCT set in just twelve hours. In addition, the battalion began work to establish an Infantry Brigade Combat Team (IBCT). In addition to APS work, AFSBn-KU displayed a joint flair by taking on maintenance work for the Marines. This precluded overseas shipment of Marine equipment from SWA to CONUS. AFSBn-KU also refurbished vehicles for the Iraqi Security Forces and Iraqi Army.

In addition to maintenance support, AFSBn-KU worked retrograde of equipment back to CONUS for induction into RESET programs. In the 3rd Quarter the battalion received the mission to retrograde all excess Class VII to CONUS. By the end of the FY they processed over 8,000 items and shipped almost 2,500.

Further south AFSBn-Qatar completed additional missions for theater sustainment. For FY 2006 the initial focus was on providing vehicle replacements for combat battle losses in Iraq and Afghanistan. The repair missions for HEMTT's, HET's, AOA, HMMWV's, M113A3 armored personnel carriers, engineer equipment, small arms weapons, trailers, generators and over 37 types of ground support equipment kept the unit on a 24/7 schedule that optimized man-hours and capability. In addition, the battalion refurbished and set one IBCT in Qatar and contributed to setting the IBCT in Afghanistan and HBCT in Kuwait. Also, AFSBn-QA refurbished thirty-two HET trucks and trailers.

In a first of its kind effort, AFSBn-QA received, repaired, configured and issued a 248 bed Combat Support Hospital consisting of 56 LIN's totaling 262 individual Class II and VIII items to the 228th CSH in Kuwait. This was the first time that the unit deployed personnel to Kuwait for the specific mission of handing off a CSH to a unit moving into Iraq. This unprecedented move set a new standard for customer support and strengthened our ability to project logistics support away from home station.

In support of the supply system, during FY 2006, the AFSBn-QA Tire Assembly Repair Program (TARP) repaired and built over 29,500 wheel assemblies for the following types of vehicles: HMMWV – 27,959, M1000 HET Trailer – 686; M1070 HET Tractor – 358; M939 Basic 5 Ton – 2; M35A2 2/12 Ton – 446; and M1084 FMTV – 56. This is a true success story

for AFSBn-QA Lean Six Sigma initiative. This section has refined the process so efficiently that now all waste has been eliminated and cost avoidance/ cost savings are being documented.

Finally, in the fall of 2006, AFSBn-QA retrograded PATRIOT “peculiar” equipment to Letterkenny Army Depot and two batteries worth of equipment to Fort Bragg in support of the Army’s RESET program and fielding of the new ADA battalion. Simultaneously, AFSBn-QA received and provided storage for 3-43 ADA BN as they transitioned to the theater with PAC-3 configurations to support exercise Internal Look and the 15th Asian Games in Doha, Qatar. Additionally, AFSBn-QA retrograded over 30 expired PAC-2 missiles and received, stored, and issued, 84 PAC-3 missiles.

LOGCAP

Another SWA mission of ASC remains execution of the Logistics Civilian Augmentation Program (LOGCAP). LOGCAP continues to provide support across the theater of operations to include Iraq, Afghanistan, Kuwait, Republic of Georgia, and Djibouti. Overall number of locations scaled back some over the FY, but the number of contractors employed continued to climb. By the end of the FY over 52,000 contractors supported warfighters through LOGCAP. Key advances over the year include the full implementation of the theater transportation mission, increase in volume of support in Afghanistan, and the transition of LOGCAP services in Kuwait to sustainment contracts. LOGCAP contracts in SWA during FY2006 were funded at over \$1.5 Billion. In addition to operations under LOGCAP III, the Contracting Center and LOGCAP Executive Director staff spent a large amount of time on the solicitation and competition for the LOGCAP IV contract. That contract is scheduled for award in FY07.

Conclusion

In summary, during FY2006 the US Army Field Support Command remained focused on supporting the warfighter those actively engaged in contingency operations, those preparing to deploy, and those units recovering from deployment. In addition, AFSC executed major planning and pre-moves for major organizational changes that will become official in FY2007. Throughout the year the AFSC employees displayed dedication to the command, AMC, and their primary customers- the Soldiers in the field. The rest of this Annual History provides the details of that support.

George Eaton
AFSC Command Historian